

## PERFORMANCE INDICATORS

### *What are Performance Indicators?*

Performance Indicators are standardized Department of Defense (DoD) descriptions of expected performance at levels 3 and 5 for each pay band and pay schedule. Performance Indicators are used at the beginning of the cycle to set expectations and job objectives. At the end of the cycle, your rating official uses them to rate your achievements against your job objectives. Performance Indicators differentiate performance levels across pay schedule and pay band by defining expectations for such criteria as level of effort, complexity, achievement, quality of outcome, independence, level of skill and expertise, adherence to standards, personal and professional conduct, and performance. For managers/supervisors, the Performance Indicators also include expectations around supervising, hiring, and supporting Human Capital strategic goals.

### *How are Performance Indicators Used in Creating Job Objectives*

When you start a new performance cycle, when organizational goals shift, or when you change positions, you and your rating official set new job objectives to outline what you are expected to accomplish by the end of the performance period. The Performance Indicators clarify how well DoD and your rating official expect you to perform. Your job objective should include wording that describes performance for a level 3 rating. Equally as important is being able to understand what these job objectives mean so you know the standards against which you will be rated and can strive to work toward these levels. When you hold your Performance Plan conversation, make sure to discuss the Performance Indicators.

### *How are Performance Indicators used in the Rating Process?*

At the end of the performance period, your rating official uses the Performance Indicators to evaluate “how well” you accomplished your job objectives. The benchmark descriptors for the Performance Indicators help your supervisor to differentiate between level 3 and level 5 when evaluating your performance. The table below describes the relationship between the job objective rating scale and the effect of the Performance Indicators.

<b>Job Objective Rating Scale and the Effect of Performance Indicators</b>	
5	Exceeded the assigned job objective at a level of performance equal to, or above, the level 5 Performance Indicator.
4	Exceeded the assigned job objective at a level of performance above the level 3 indicator, but below the level 5 Performance Indicator.
3	Met the assigned job objective at a level of performance equal to the level 3 indicator.
2	Met the assigned job objective at a level of performance below the level 3 Performance Indicator or needed guidance and assistance beyond that described in the level 3 indicator.
1	Failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss.
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances.

### *Learn More about Performance Indicators*

For more information about Performance Indicators, refer to the following resources on the NSPS Connect learning web page:

- *NSPS 101* web-based tutorial
- *iSuccess* web-based tutorial
- *From Expectations to Accomplishments* course
- *Performance Management for Managers/Supervisors* course
- *Performance Management for Employees* course
- *Pay Pool Management for Rating Officials and Employees* course
- *Critical Components of Performance Indicators*
- *Job Objectives* Worksheet
- *Performance Indicators* Fact Sheet
- *Performance Planning Interview* Questionnaire
- *Self-Assessments* Worksheet